

Student name: ANDREEA LENUTA RUSU

Student number:1906868

Module title: Developing Workplace Critical Thinking

Module code: BMSW5101

Assignment title: Developing Workplace Critical Thinking

Lecture's name: Gregory Cowan

DEVELOPING WORKPLACE CRITICAL THINKING

Table of Contents

EXECUTIVE SUMMARY	4
INTRODUCTION	4
How organisational beliefs, attitudes and values system affect the workplace behavior	5
How will tailoring workplace changes for the post-COVID mindset tackle the challenges that a company and employees face currently.....	9
CONCLUSION	16
REFERENCES	17

EXECUTIVE SUMMARY

Critical thinking is a useful element for the organisation to taking the impactful decision for gaining high profits and success. It helps in developing the workplace environment so that productive results are to be enjoyed. The major aim o developing this project is to enhance the knowledge related to impact and challenges that an organisation can face due to the major impact of COVID 19 within the working area. The report is based on the Costa Coffee that a leading coffee house of the UK and deals in the global business industry. This project study involves the organisation belief, attitude and behavior can impacted the workplace and how to management can tailoring the workplace changes due to the post COVID impact on the working place.

INTRODUCTION

Critical workplace refers to that determinant which is very useful for the people or the organisation to take the decisions for attaining the objectives and desired goals within a set period of time. In this developing workplace defines to the working area of the business enterprise that is to be developed by formulating the policies, beliefs, values, norms in an effective way that can satisfy the employee's needs and requirements at the working place properly. It is very essential for the company to develop the critical thinking at their workplace so that productivity and profitability is to be enhanced. Critical thinking helps to acknowledge the ability to think effectively and rationally so that situation can be clearly understood and solutions can be provided effectively(Alfaro-LeFevre, R2016). To complete this report Costa coffee is to be taken that is a British coffeehouse that is a subsidiary of the Cola cola company that is founded in the England, UK. It was operated by the two brothers that are Bruno and Sergio Costa. This organisation is majorly show their presence in global business world i.e. Europe, Asia, Africa, Middle East etc. In this company number of employees are to be working and they highly deals in coffee, tea, sandwiches, sweets, ice drinks and many more products and services. This report majorly reflects the values, beliefs, attitude within the organisation and how they different from one another. This report also involves the several management theories that can be examined in the situation of COVID so that task can be attained effectively and efficiently.

Further it includes the changes within the workplace for the post COVID mindset and also tackle the situation company and employees are to be faced and for these creating resilient businesses in the future perspective.

How organisational beliefs, attitudes and values system affect the workplace behavior

Overview of the Costa Coffee

Costa coffee is a leading British coffee shop company that is founded in the London, England in 1971 for gaining the high profits. Costa coffee is to be operated by the two brothers that are Bruno and Sergio Costa with the motive of selling the wholesale operations by supplying the roasted coffee to their specialist Italian coffee shops or the caterers. It is a subsidiary company of the Cola Cola. This organisation is mainly deals in the most of the countries that are Europe, Asia, Middle East, Africa etc. It reflected as a second largest coffee house in the world. Due to the high impact of the COVID 19 company can face the major challenges related to their working staff safety and their values and attitudes so that the environment within the company is to be maintained effectively and also employees are working efficiently and give the proficient and productive results to the organisation(Angouri, 2018).

Organisational beliefs, attitudes and values system affect workplace

Beliefs, values and attitude are the terms which are reflected as those aspects that directly impact the culture of the organisation and also influence the development and growth. All these factors are mainly related to the intrinsic factors that can helpful to support the staff members so that their performance is to be enhanced and practices are to be attained successfully. All these factors are to be different and show their presence on several situations(Billett, 2020). In context of the Costa Coffee, the employee's organization belief, values and system are to be affected due to the major impact of the COVID 19 and to understand their implications these three factors are majorly important but they will show their presence differently. It includes the some difference among these factors that can be shown below:

Discriminates between company own belief, attitudes and values system

Basis	Belief	Values	Attitudes
Concept	It refers to that factor which considered as an understanding that is already predominating within the society. This is due to the religions that are being told by the self ancestors(BONNEY and STERNBERG, 2016).	It defines as that aspect which helps in directing the individual behavior for a specific period of time and it is also effective for motivating staff members to work effectively based on specific direction.	It reflects as a factor that is considered as a tendency in which a person reacts as a pessimistic or optimistic way in a particular situation. It represents the favorable and unfavorable reactions of the employees at the working area.
Significance	This term is very useful for finding the behavior and concept related to the extrinsic environment. For developing the staff belief related to their working area management of the Costa Coffee can implement the safety and hygiene towards their health due to the COVID situation so that their	This term is very significant to examine what is right and what is wrong. In this Cost Coffee manger can highly focus on the safety of employees and their relatable staff due to the major impact of the COVID 19 so that staff members values the company and it also	It reflects as a like and dislikes that is linked with the some specific objectives which can direct the individual action in definite way. in this Costa Coffee can develops the values within the staff members related to the favorable behaviors that is beneficial for them. In this management

	overall performance is to be developed effectively.	helps in developing the high values of the firm in front of the employees.	can take decisions that are effective for the company and also their working staff so that productive results are to be enjoyed in the Pandemic situation.
--	---	--	--

In this year COVID 19 impact majorly to every business and also the behavior, attitudes and values of the employees at the working place. In terms of Costa Coffee, due to pandemic attack employees were not working ,when was the lockdown , after Costacoffe was opened again they work as per their convenience and it will affect the organisation productivity and proficiency because due to this most customers are also not visiting the stores. Because of this organisation can focus on reshaping the working place so that workers are working comfortably and effectively so that results can be reflected in positive manner. In this case, manager of the Costa coffee can highly on valuing their employee's wellness and also their happiness for this they can adopts the several behavior and attitudes which impact the working of the Costa coffee(Brown, 2018).

- The behavioral of the employees are highly based on the consciousness of the surfaces, space. In this employees of the Costa coffee can mainly emphasis on working with new hygiene goods and resources. In this manager can provide the clean kitchen and canteen where social distancing is to be followed by maintaining the orders. This will includes the high cost and management and company will face the high challenge in setting that type of behavior and action within the working atmosphere.
- In everyday busy schedule, employees are feeling stress and in this manager of the company can immediately focus on that person so that proper encouragement is to be spread out. In case of the Costa Coffee due to this issue organization behavior, attitude is to be changed moderately. In this top authority regulate a

policy and become a regular behavior of the company by implementing the work free zones at the time of normal working days. In this if the employees are feeling depressed that they can get a coffee break as a complimentary coffee for the Costa Coffee employees. This will help in working efficiently and effectively by the employees (Cazzell and Anderson, 2016).

Critically assess organisation own beliefs, attitude, values system and their impact on workplace behavior

Within the organisation there are number of employees and each employee has their own beliefs, attitude and values that highly impact over their overall performance and that will affect their productivity. These terms that are Attitude, beliefs, values of employees can show the impact on an individual behavior towards the activities within the company. In this manager of the Costa Coffee can highly focus on guiding the workers and also offers the accurate decisions related to the working so that their working cannot be affected. Manager and leaders of the business enterprises can be a critical thinker at the working place so that issues can be resolved in effective and efficient manner (Danvers, 2016).

Company can face the issue of employees working because of COVID impact as they want social distancing and also avoid to touch the door knob and keep in touch with the other person, these types of issues can majorly impact the company working and also the productivity for this manager of the Costa Coffee can focus on creating the hygienic atmosphere and also changes the employees sitting within the company so that employees are working with full potential and due to this more and more profits are to be attained by the firm. It is to be examined that the issues created within the company can impact the beliefs, attitude and values of an individual person and it also affects the organizations too. For this manager take the responsibility to organize the workforce performance so that targets can be attained in effective and efficient manner. Employees beliefs, values and attitudes majorly impact the aims and revenues. In this case an employee with negative behavior and attitude can perform their task full capability but does not get the positive results. This will generate the conflicts within the company. So in this manager can highly focus on the safety measures and employees thinking to the

high extent so that profitable results can be enjoyed by the company to a longer period of time(Dery, Sebastian and van der Meulen, 2017).

Due to the widespread impact of the COVID 19, organisation beliefs, behavior and values are highly affected in positive and negative ways. But majorly it impacts in the negative way. In terms of negative way, Due to COVID 19 impact organization cannot get the customers and due to this their profits are to be affected. At this time the manager of the Costa coffee beliefs that they can cut the jobs so that their profit margin is to be maintained but it will create insecurity in the mind of the employees and because of this they are not working effectively. This term affect the working place in positive way as due to the covid workers are doing their work from their homes and it will enhance the productivity of the workers and it will helps in gaining high profits. It also supports the hygiene and cleanness's within the company majorly that is not previously highly focused by any person in their working environment(Espey, 2018).

How will tailoring workplace changes for the post-COVID mindset tackle the challenges that a company and employees face currently

Due to the impact of the COVID 19 many types of challenges can be faced by the business enterprises and due to this company can tailoring the workplace changes for the post impact of the pandemic to tackle the issues that an employees can facing currently. In this Costa Coffee management can focus on the several management theories so that best of several can be selected so that productivity of the staff members are to be enhanced and also the overall atmosphere at the working place are to be increased. In this organisation will face several challenges that are small working space because of following social distancing. Another challenge that a management of the business enterprise can face is designing the workplace in such a manner so that employees cannot feel fear and anxious(Grieco, 2016). There is various type of management theories that can be examine the company for reshaping their workplace effectively and efficiently and overcome the challenges appropriately that can be shown below:

Costa coffee is a leading coffee house within the UK and deals within the global market with good brand image in the eyes of the customers. In this manager of the

business enterprise is highly focus on planning, organizing, implementing and coordinating the several practices so that task and objectives can be reached through the staff members in effective and efficient manner. In this manager of the enterprise can focus on the several challenges and also accountable related to the particular situation of the pandemic so that high profitable results are to be attained. It is also helpful to enhance the belief of the working employees, towards the company performance. To reduce the negative impact of the COVID 19 on the working place of the Costa Coffee management can highly focus on applying the theories related to the management so that optimistic results can be enjoyed. Management of theory can reflects the set of procedures and guidelines for the leaders and other working staff so that issues or challenges that a business venture can face can be reduces and organisation will gain the high profits and productive results(Hammond, Clapp-Smith and Palanski, 2017). These theories of management can be reflected below in case of managing the working culture, values and beliefs that can be shown below:

- **Bureaucratic management theory-** According to the Max Weber, this management theory is stated that firm will develops the effectiveness and also the management within the working place. The major aim of adopting this theory within the company is to structuring the business enterprise into a proper hierarchy and also having clear defined rules for helping the firm and also its members. In this management can focus on high degree of division of labour as per the person specialization and selection and promotion can be done as per the technological qualification of the staff members(Jones and et. al., 2018). In context of Costa Coffee if management can focus on adopting this strategy than they can easily divides the task as per their ability and capability which helps in developing the efficiency within the employees. In this company manager can focus on reshaping the working place due to the post COVID impact and in this they can majorly focus on following the hygienic rules and regulations so that employees are working effectively and also encourage towards going to office because they understand their working clearly without effective culture and effective planning. Due to the pandemic management of the firm can divide the task into smaller units as per the staff caliber so that great results is to be come out.

- **Scientific management theory-** It refers to that type of management theory that is effective for manage and examine the flow of work within the working place in effective and efficient manner. the major purpose of developing this theory is to maximize the economical condition and also the labour efficiency of work(Kuhn, 2018). In context of Costa Coffee manager can adopts this theory to reshaping the workplace after COVID impact than tis model provides the effective options related to changing the working environment, motivating employees etc. This is proposed by the Frederick Winslow Taylor by including the several principles that can be reflected below:
 - In this management of the company can focus on assigning the work to the workers on the basis of their capabilities and skills not on the random basis.
 - Furthermore, in this organisation can gain the higher success by monitoring the performance of the employees. At this time this theory is very efficient to offers the improvement that will helpful to high success and growth.
 - In this theory allocation of task can be effectively done between the manager and workers. This will helpful to management to spend most of their time by involving in the effective planning and specific task.
 - In this company can focus on replace their working by using the rule of thumb instead of using the scientific methods so that high performance can be enjoyed by the organisation.
 - In this organisation can offer the monetary benefits to their employees related to the task performed by them so that company will gain high revenues and growth in the competitive marketplace. In terms of Costa Coffee manager can focus on reshaping the organisation by implementing the safety laws and providing the health benefits to the employees so that they are encouraged for come to office and work effectively with full efforts. In this they use several safety equipments, because now day's employees are getting motivating with these factors and work effectively and firm will gain higher success(Noddings and Brooks, 2016).
 - In this theory is significant to proper scientific selection and training to the workers so that high productivity is to be enjoyed.

So, by analyzing the scientific management theory management of Costa Coffee can mainly emphasis on the automation and mechanism rather than any theoretical framework.

- **Human relations-** It refers to that management theory that is highly essential for the business enterprise to maintain the good strong relationship with the employees and conducting the several business activities in appropriate manner. It reflects the term and manner which shows the individual reaction in a particular situation. In context of Costa Coffee this aspect is beneficial for maintaining the good relations at the working area due to this several advantages are to be enjoyed which will develops the human relation. Post COVID situation employees are not focus on direct contact with the other employees and at this time focusing on maintaining the human relation are very significant. Adopting this theory is very beneficial for overall growth and productivity within the company. for this organisation can includes the use of Tuckman theory that can be shown below in context of Costa Coffee for ensuring the reshaping of workplace for post COVID impact(Raterink, 2016).

Tuckman theory is very effective for the company to maintain the team building at the time of the COVID. Because due to the pandemic attack in the world developing team at the workplace is the major challenge for the company that is Costa Coffee so for this using this model is very effective.

Forming- In this step team member are to be gathered at one place where they behave individually and does not know each other. It will create a trust lacking between the members. In terms of Costa Coffee the manager can collect te whole team via the use of technology or meeting app where they face the issue of trust between them(Rutter and Brown, 2019)..

Storming- In this team members are think critical to find the innovative ideas so that relationships can be maintained and also helps in reshaping the working place.

Norming- In this for developing the working place attitudes, behavior Costa Coffee can use this stage so that every employee try to contribute in group task and due to thus team members are relay on one another. It will contain the risk of dependency(Schreiber, 2017).

Performing- In this stage a fixed structure related to working is to be created so that mission is to be accomplished. In his several types of issues can be faced and company tries to deal with it. In terms of Costa Coffee management can facing the issue of developing workplace behavior so that mission of gaining profits are to be attained and for this they can highly focus on using the sources which will reduce the impact of COVID problems so that objectives can be attained.

- **Contingency theory-** It refers to that theory which is proposed by the Fred Fiedler which stated that there is no best way to deal with every situation in this manager and leader can focus on adopting the strategies as per the situation occur. This theory is declared that there are number of factors on the basis of which an individual behavior is to be dependent(Schuelke and Barnason, 2017). It is very essential for the management to analyse the factors so that improvements can done effectively and efficiently and it helps in developing the working culture within the business enterprise. In terms of Costa Coffee manager can focus on improving the individual behavior and attitude so that task can be attained effectively and efficiently. For this they can examine the internal and external conditions so that best outcomes can be attained as per the situation occurs. In every situation individual act differently and to enhance their working capability best course of actions can be adopted which is highly suitable for the company at the time of COVID impact. This theory s highly elaborated the concept of situation and it includes the major three factors that can be shown below:
 - **Leader and employee relation-** In this relation with leaders and manager are to be reflected with their employees. That will majorly impact the overall performance of the staff members which is based on trust, feeling, confidence and loyalty. At the time of COVID impact manager can face

major difficulties to generate the rust from their employees due to this it will affect the overall function of the business enterprises(Stephenson and Sadler-McKnight, 2016).

- **Task structure-** In this factor manager of the company highly focuses on the structure of the working area at the post COVID 19 impact. In this company can set the working structure by following proper social distancing so that health issues can be avoid to the high extent.
- **The position power-** In this factor, organsiation can focus on the power that is adopted by the leader and manager to motivate their employees. In this company can provide reward to those employees who can implement all the safety and hygiene rules at the time of working and also punishing those one who are avoid the use of social distancing(Wahi and. et. al 2019).

From the above analysis it is reflected that due to the high impact of COVID 19 organisation can open their outlets by focusing on reshaping their working attitudes, beliefs and for this management can applying the some management theory so that it can offers the positive results and task can be attained effectively and efficiently. In this Costa Coffee can adopts the use of Scientific theory and contingency theory of management so that relation between the employees and workers are to maintained with the use of automation of the working practices rather than theoretical aspects.

Critical evaluation of management theory to assess how someone with different beliefs, attitudes and values might interpret theory differently

Management theory refers to the concept related to collection of ideas which is very useful for the company to implement the general rules related to managing the business. It is mainly used by the top authority to attain the specific goals and also helpful to motivate the employees so that they can perform their best to the high ability. In this manager of the Costa coffee can highly focus on their working employees as they are very significant for the company and also impact the operations. To manage the issues and challenges related to employees safety and wellness business enterprise can use the scientific management theory that is proposed by the Fredrick Taylor and also use

the contingency theory because it helps in tackle the number of issues as per the situation occurs which is very prominent for the organisation to get the effective results related to managing the workplace and developed it to the high extent. The manager of the company can adopts the use of this theory because it is helpful to manage and organize the workers so that they can perform their task effectively and proficiently. This theory is mainly elaborates the performance of the employees so that high task can be attained. In this workers productivity is to be maximized (Ward, Knowlton and Laney, 2018). Due to the COVID situation Costa coffee can mainly focus on organizing the task in effective and appropriate manner so that task can be done within working place at the regular interval of time. Due to this manager of the business organization can easily focus on accomplishing the task related to employee wellness so that they cannot feel depressed at their working. Hence, it is to be declared that at the time of impact of COVID 19 Costa Coffee manager can adopts the use of Scientific management theory so that working and performance can be maintained appropriately with automation that is majorly beneficial for covering the issues and in this contingency theory helps in maintaining the relations between manager and leaders so that these automation of work can be done smoothly and getting the high results over it. At the time of COVID impact organisation can highly focus on technology and it reflects in the use of the scientific management theory so that people cannot keep in direct touch with other for completing the task but using the advanced technologies so that relationship between employees and manager are to be maintained and organsiation can display good working environment so that success can be attained.

Recommendation

From above analysis it is to be recommended that Costa coffee can face the major challenge. In this company can use the several theories of management to effectively reflects the beliefs, attitudes and values of the company. The theory of scientific and contingency is very helpful to setting the workplace attitude and behavior. By COVID 19 impact companies can face the major challenge related to employees productivity because of generate the high fear and anxiety in their mind because of trapping in the

house for a long period of time. For overcoming the challenges some recommendations can be shown below to overcome the challenges(Wechsler and. et. al 2018).

To overcome the challenge related to following the social distancing it is to be highly recommended that the firm will adopts the use of new hygiene products by using the touch less technology. It will helpful in creating the valuable idea related to using the Copper so that Bactria related to SARS-CoV-2 can be removed so that fear related to touching can be eliminated. This type of behavior and attitude is to be generated within the working place.

To overcome the challenge related to personal safety and constant concern it is recommended that the Costa Coffee can focus on the personal safety of the employees by using the strategy related to signage. It is to be justified that this strategy is useful to examine what the employees are doing for personal safety. In this company can set the behavior related to proper lighting, temperature and comfort of the employees at the working place so that it is highly developed and helps in gaining more and more profits by satisfying the employees with their working.

CONCLUSION

From the above report it is to be concluded that the critical thinking refers to the process of enhancing the thinking ability of a person so that best solutions can be framed out to solve the several issues that are raised within the current time. This concept plays a major role in the growth and development of the organisation. for every business enterprise it is very significant to develop the critical thinking so that workplace is to be developed and results can be shown out in successful manner. It includes the beliefs, values, attitude of a person that will reflect in developing the working place. Further it inculcates the several theories of management that helps the company to examine the problems effectively and also resolve them for gaining the productive and proficient results that will positively impact the company overall growth and success in the competitive marketplace.

REFERENCES

- Alfaro-LeFevre, R., 2016. *Critical thinking, clinical reasoning and clinical judgment: A practical approach, pageburst E-book on kno*. Elsevier Health Sciences.
- Billett, S., 2020. *Learning in the workplace: Strategies for effective practice*. Routledge.
- BONNEY, C.N.R. and STERNBERG, R.R.J., 2016. Learning to think critically. In *Handbook of research on learning and instruction* (pp. 191-222). Routledge.
- Brown, K., 2018. *Education, culture and critical thinking*. Routledge.
- Cazzell, M. and Anderson, M., 2016. The impact of critical thinking on clinical judgment during simulation with senior nursing students. *Nursing Education Perspectives*. 37(2). pp.83-90.
- Rutter, L. and Brown, K., 2019. *Critical thinking and professional judgement for social work*. Learning Matters.
- Schreiber, J., 2017. Toward a critical alignment with efficiency philosophies. *Technical Communication*. 64(1). pp.27-37.
- Wechsler, S.M., and. et. al 2018. Creative and critical thinking: Independent or overlapping components?. *Thinking Skills and Creativity*, 27, pp.114-122.
- Five Post-COVID Behaviors And Attitudes That Will Reshape The Workplace, 2020 [Online]. Available through <<https://www.workdesign.com/2020/06/five-post-covid-behaviors-and-attitudes-that-will-reshape-the-workplace/>>
- <https://assets.ctfassets.net/royi30b2qd26/8tCp2F23AmXEEmXn5Tinc/8a1b87278be85ac805f58c0e0ebd5ce2/modern-slavery-statement-2019-20.pdf> -Costa Coffee Modern Slavery Statement
- <https://www.costa.co.uk/business> - Costa Coffee for Business